

**EXHIBIT 14 TO  
HARVEY DECLARATION IN  
SUPPORT OF PLAINTIFFS'  
SUPPLEMENTAL MOTION FOR  
CLASS CERTIFICATION  
[ECF NO. 418-1]  
REDACTED VERSION**



*DRAFT*

## Objectives of Today

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- Share findings from sourcing diagnostic
- Discuss proposed recommendations to address current challenges

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## Executive Summary (I)

- The recruiting environment for top talent has become more challenging
  - Increased competition from competitors
  - Greater number of start-up opportunities
  - Talent pools are getting smaller and increasingly harder to find, particularly for women and under-represented minorities
- Passive sourcing will play an increasingly larger role in recruiting as we move forward as a company
  - Efficient and effective sourcing organization critical to acquire top talent in current market landscape
- Sourcing comprised of three primary activities
  - Identifying talent pools and what sourcing tools to use ("Where to look")
  - Searching and identifying potential leads ("Look and Find")
  - Qualifying leads and converting them into active applicants ("Contact and Cultivate")
- Current sourcing model organized around verticals
  - Central sourcing support provided for diversity talent
- There are five common drivers of sourcing problems ...
  - Organization around vertical and geographic silos
  - High share of contract labor in workforce mix
  - Misaligned incentives
  - Deep understanding of unique business dynamics and requirement not widely shared among Staffing team
  - Weak connectivity between Sourcers and Recruiters and Hiring Managers
  - System capability gaps

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## Executive Summary (II)

- ... which create organizational and process inefficiencies in current sourcing practices
  - Duplication of effort on searches for positions with similar candidate profile
  - Limited business knowledge transferred to recruiting staff
  - Poor connectivity between key roles within Staffing
  - Limited sharing of qualified candidates across the organization
- Key drivers of sourcing problems fall into common themes
  - Organizational structure
  - Training
  - Process improvement
  - Metrics and measurement
  - Technology
- Proposed solutions attempt to close gaps existing in current organization and align with the common themes



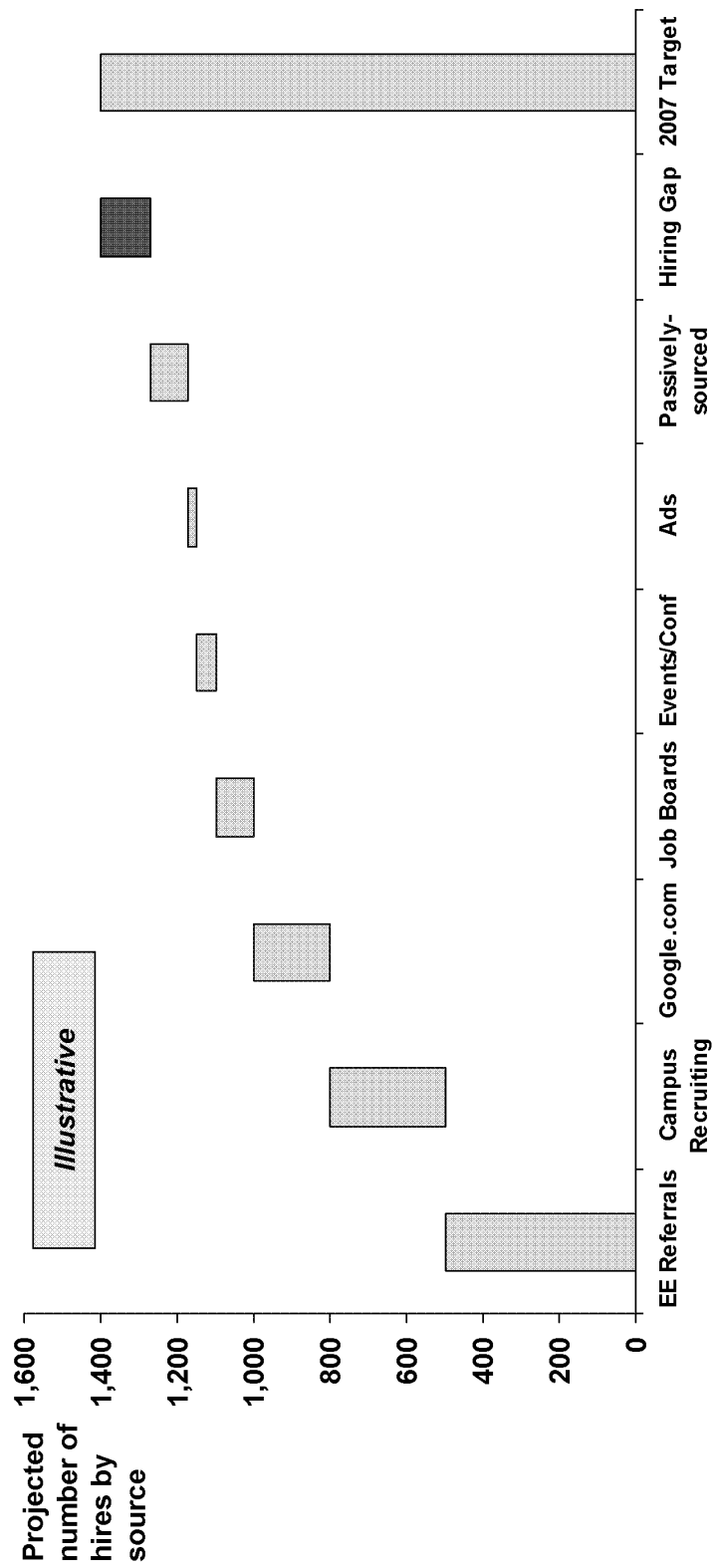
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# It Will Be Challenging to Achieve Hiring Targets With Existing Recruiting Channels

Will Need to be Supplemented by Alternative Sources

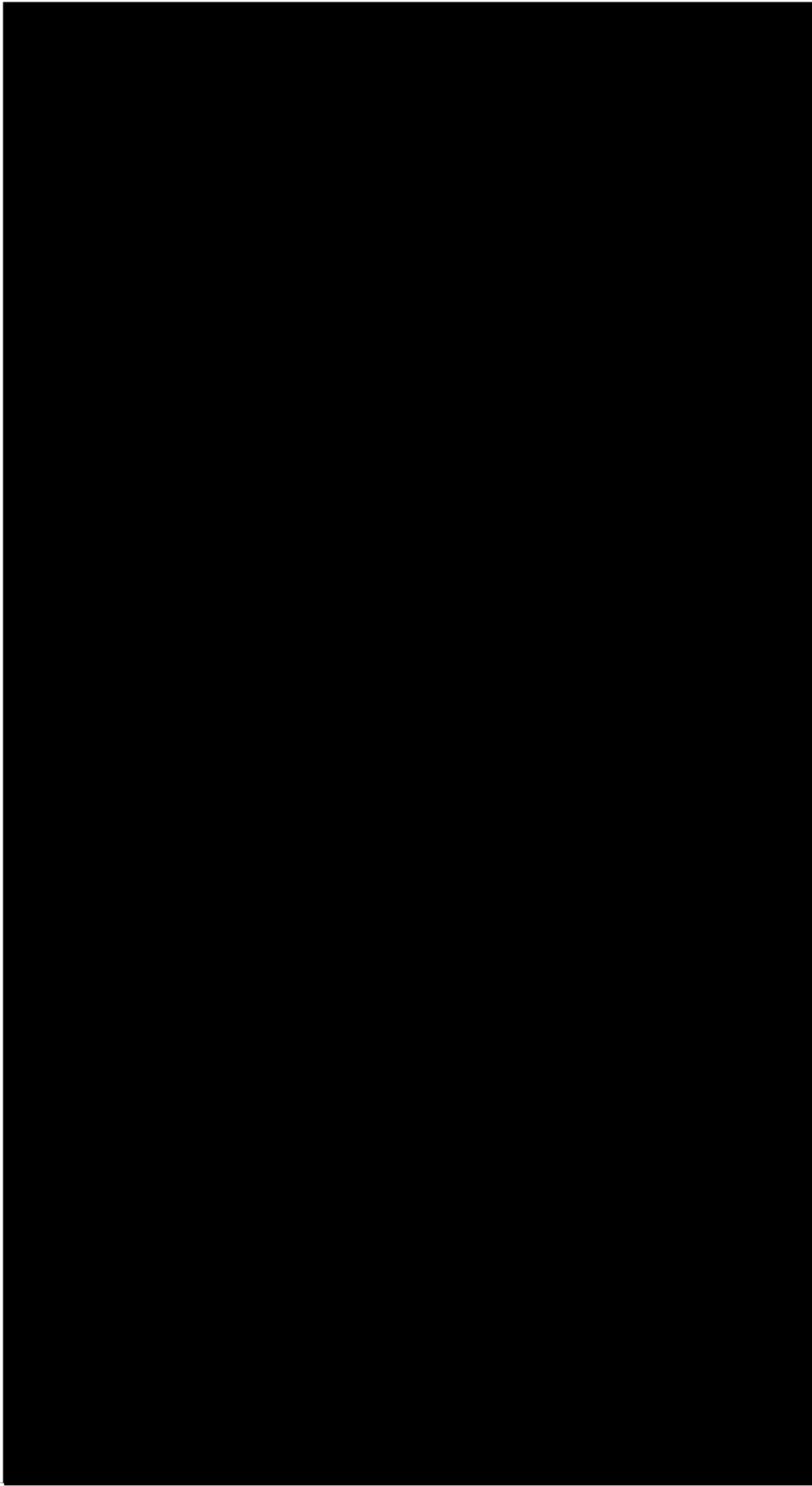


Hiring gap can be closed in three ways

- Supplement with increased passive sourcing
- Cast wider recruiting net (e.g., expand beyond target schools for campus recruiting)
- Improve pass-through rates

## The Recruiting Environment for Top Talent Has Become More Challenging...

.....

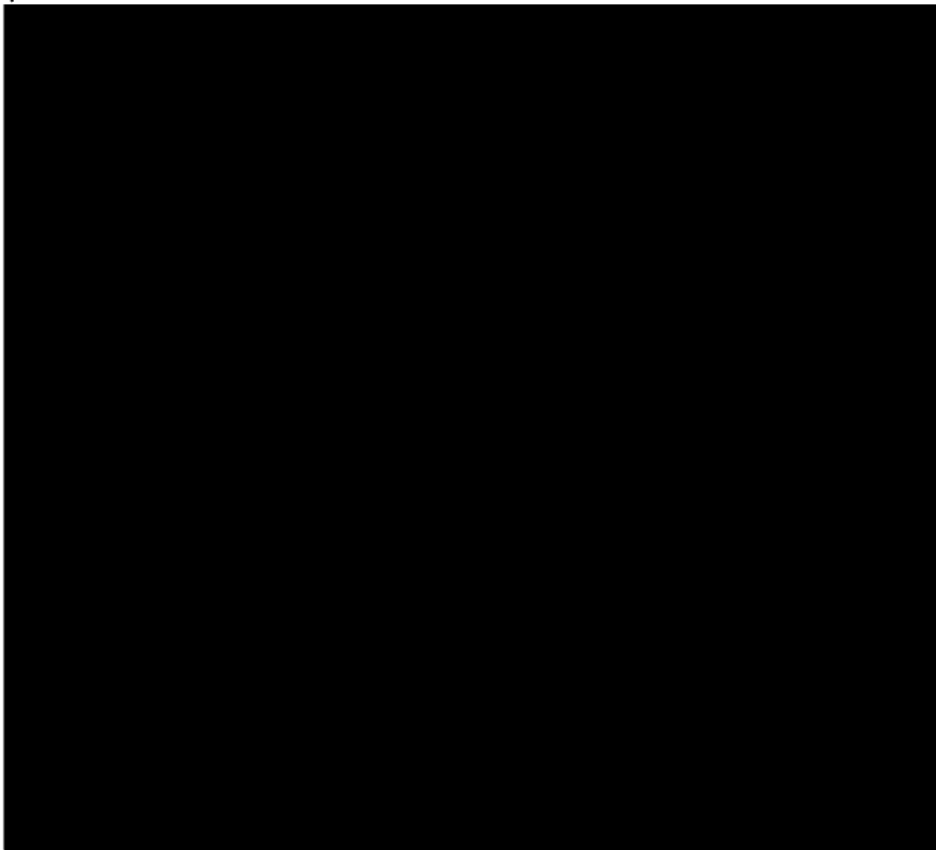


Source: ATS

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## ...While Inbound Flow from Job Boards Appears to Be Slowing



### Possible drivers of reduced on-line application flow

- Increased number of job opportunities in Bay area competing for similar skill sets
  - More start-up opportunities
- More aggressive recruiting by traditional competitors
  - Microsoft
  - EBay
  - Yahoo
- Candidates self-selecting out of process
  - Hesitant to enter process widely known for being extremely selective

Efficient and effective sourcing organization critical to acquire top talent in current market landscape

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(1) PSGA and Ops data is illustrative; currently awaiting data  
Source: ATS

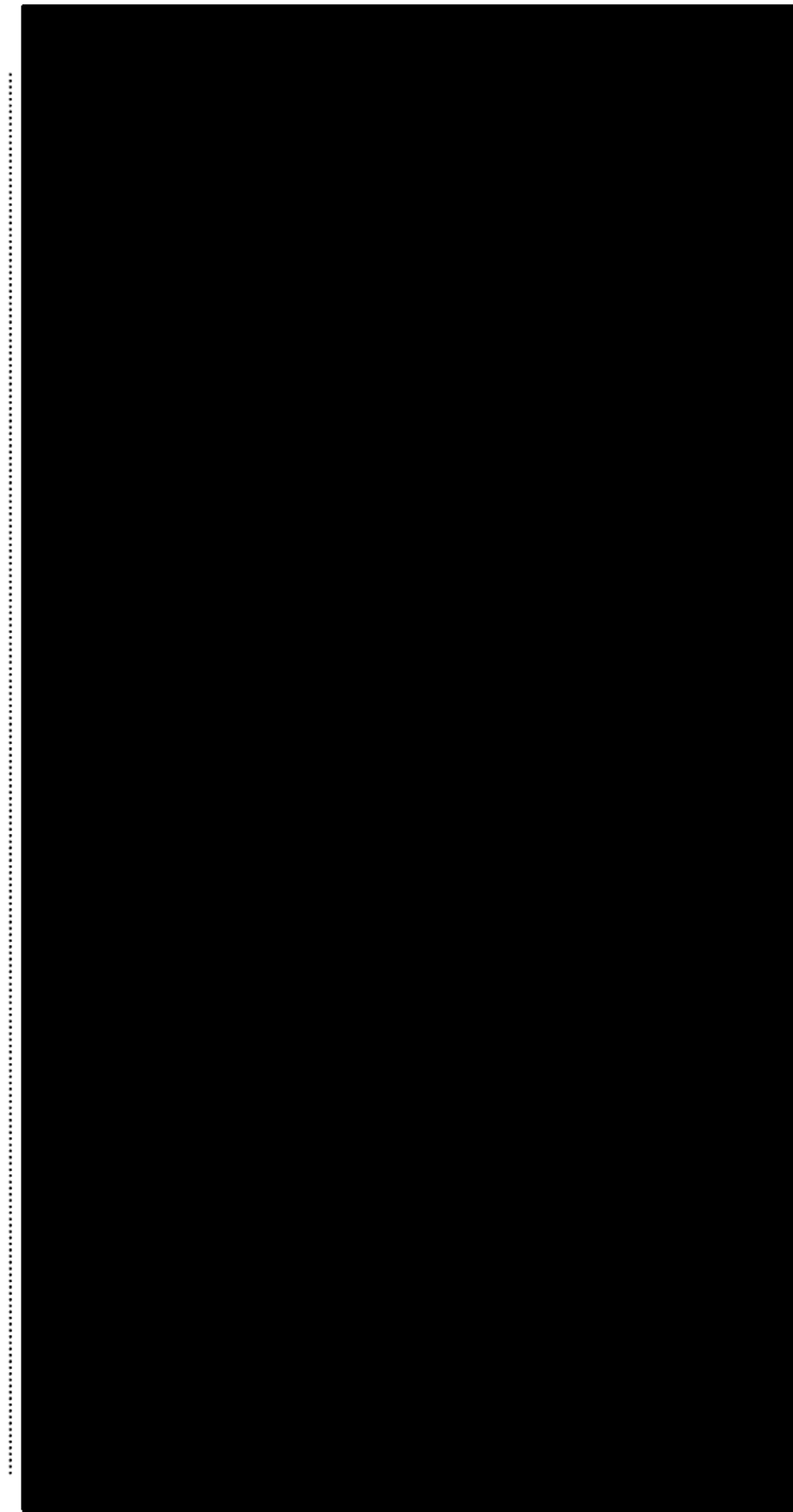
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Source: Compensation team

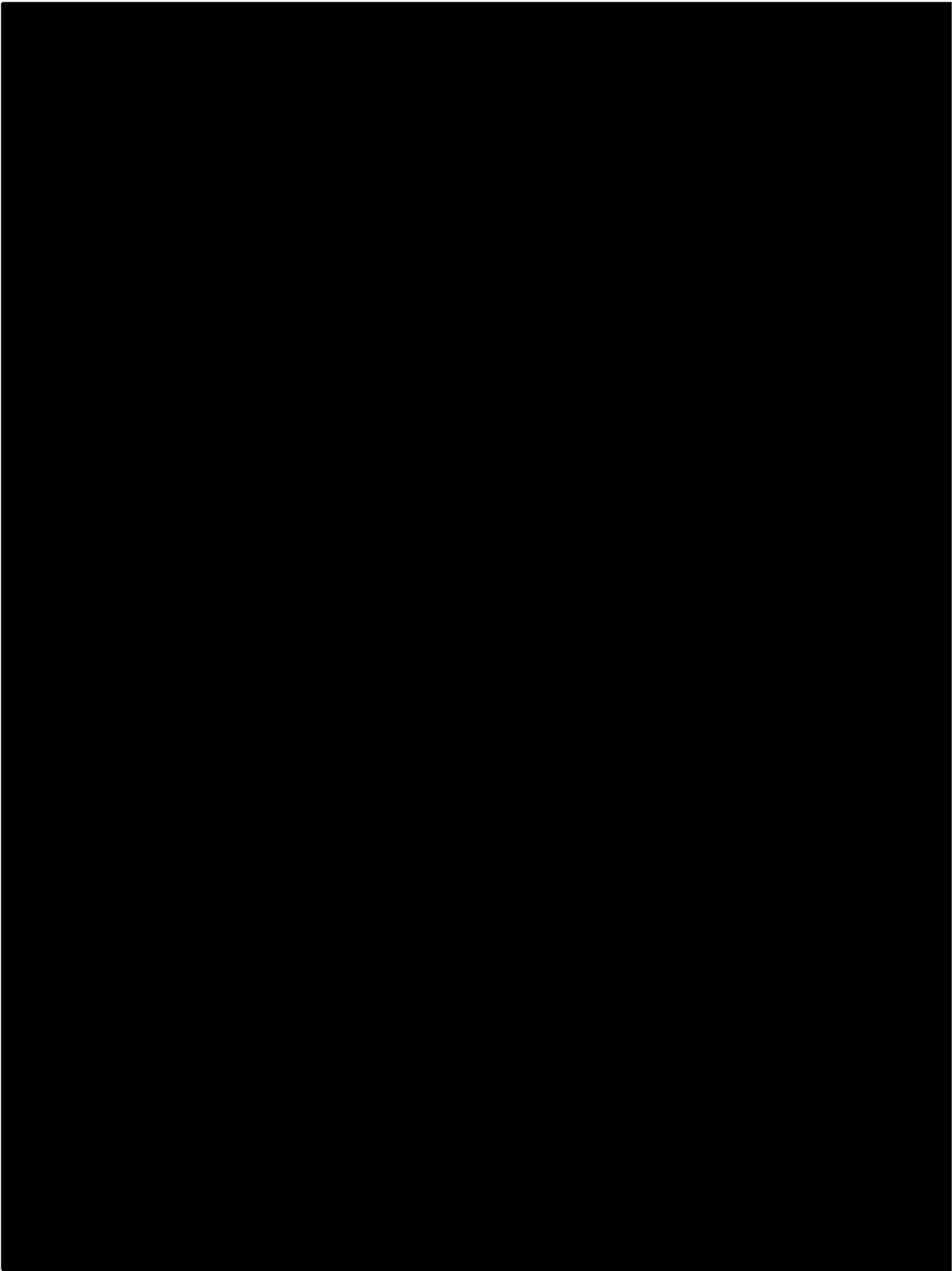
## Target Hirable Pools for Diverse Talent Available Extremely Small

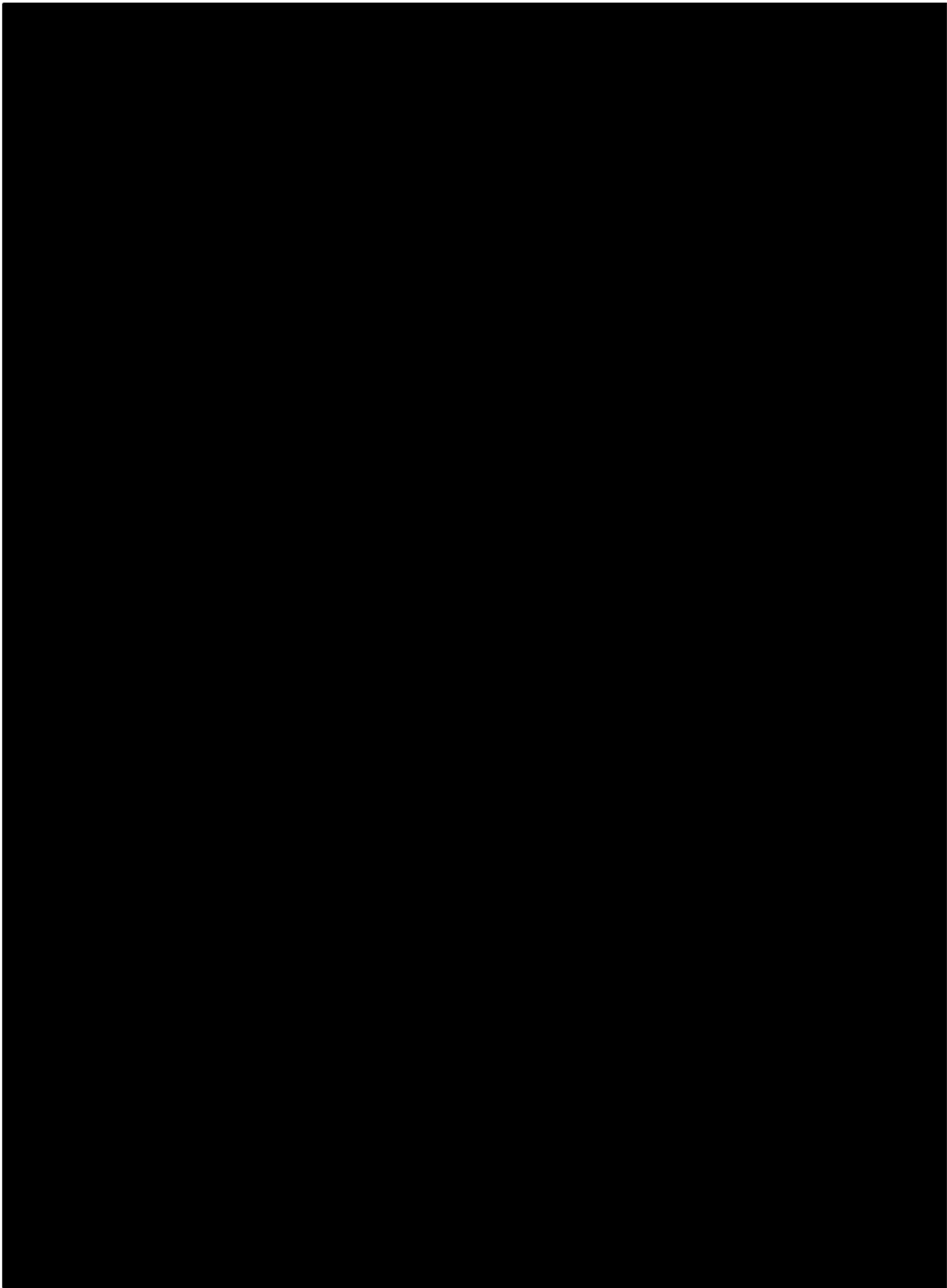


Will need to expand proactive outreach and sourcing to tap into available talent supply

(1) Reflects Q1 2006 data  
Source: NSF.gov Land of Plenty U.S SET Workforce by sector of employment and ~~outside~~ ~~inside~~ Engineer CS degrees awarded  
ASCE.org & 2006 University Relations Survey Data

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Google<sup>12</sup>

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(1) Reflects Q1 2006 data  
Source: ATS analysis

Google<sup>13</sup>

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(1) Reflects Q1 2006 data  
Source: ATS analysis

Google<sup>14</sup>

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(1) Reflects Q1 2006 data  
Source: ATS analysis

Google<sup>15</sup>

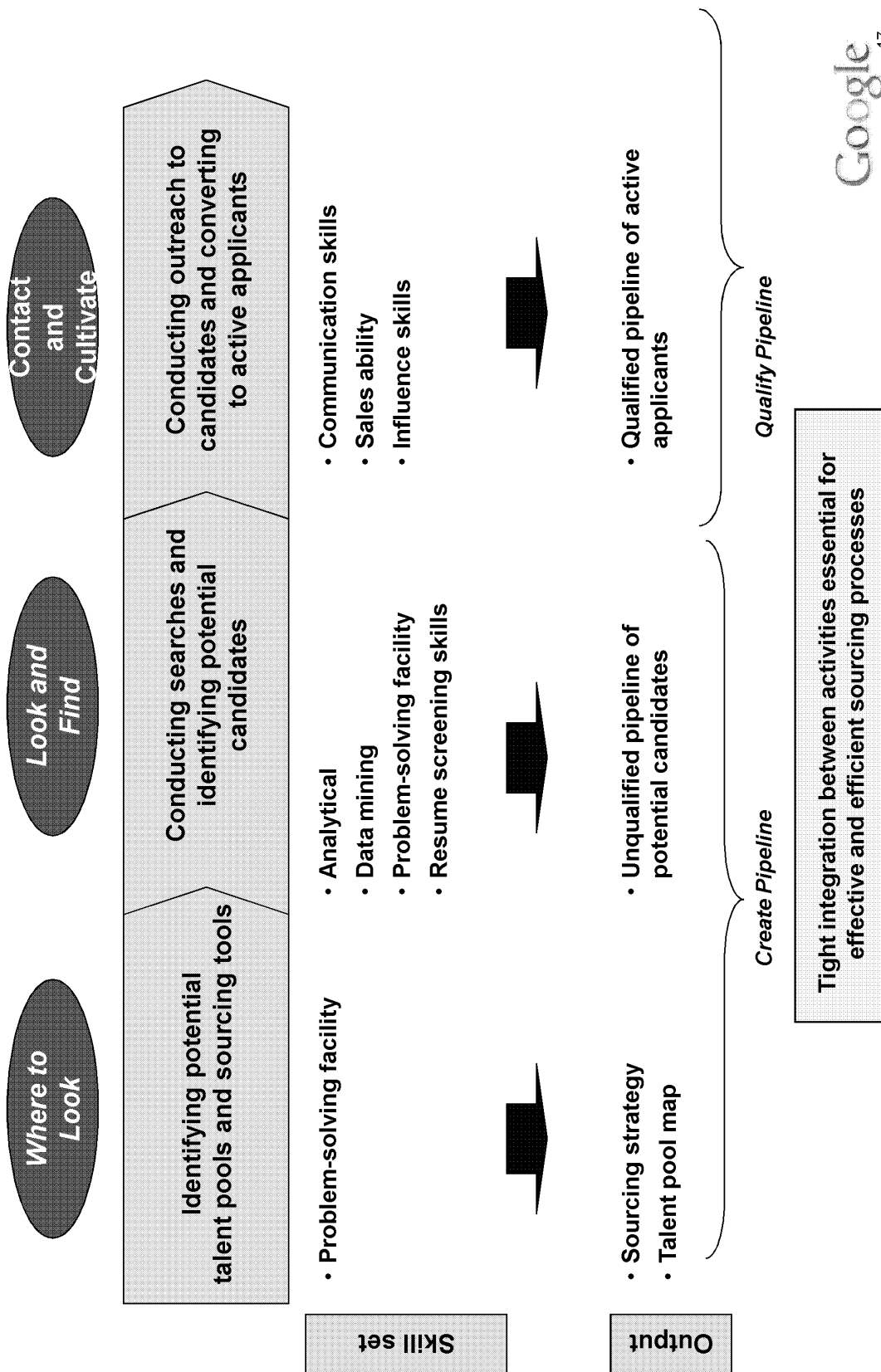
(1) Reflects Q1-Q2 2006 data  
Source: ATS analysis





# Sourcing Comprised of Three Primary Activities

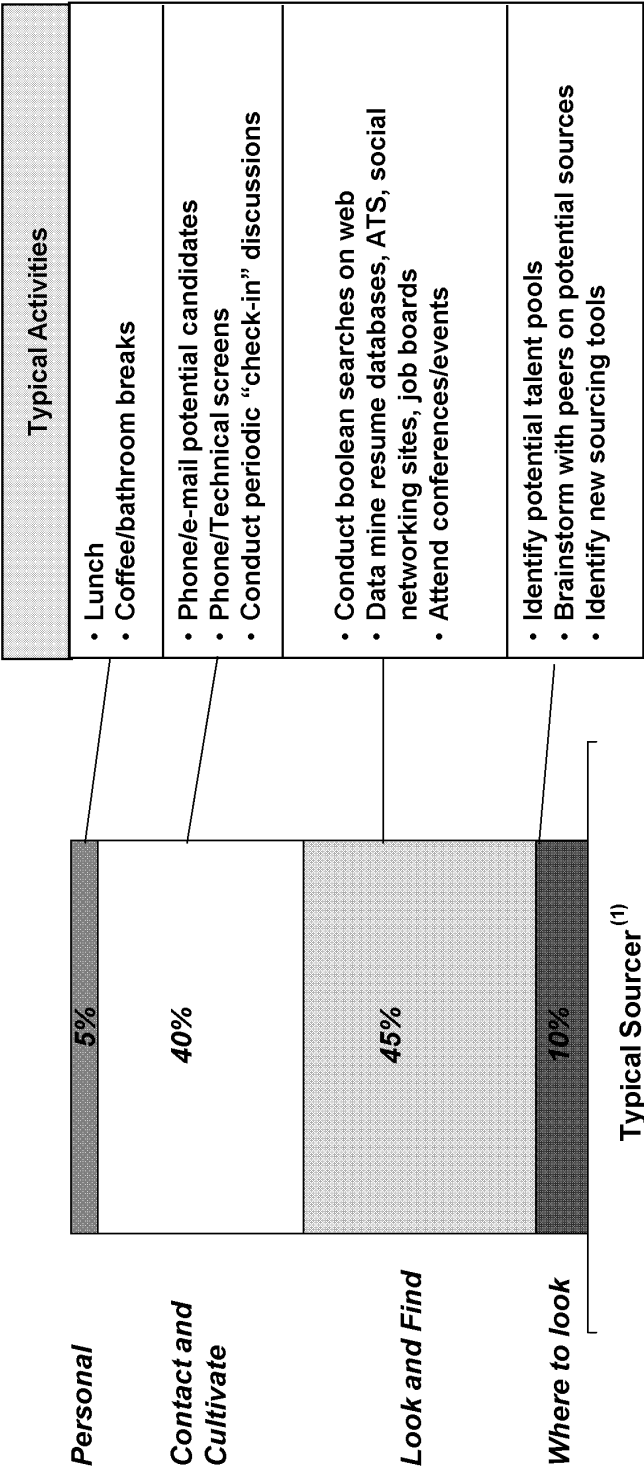
Requires Different Skill Sets and Areas of Focus



However, current structure results in some process and organizational efficiencies

- Duplication of effort on searches for positions with similar candidate profile
- Weak connectivity between vertical and geographic silos
- Difficult to appropriately identify qualified candidates

# Under Current Google Model, Average Sourcer Time Study is Misleading



Typical Sourcer<sup>(1)</sup>

% candidates sourced	9%
Offer rate %	5%

On average, sourcers spend approximately two days a week finding potential candidates and two days building relationships with candidates

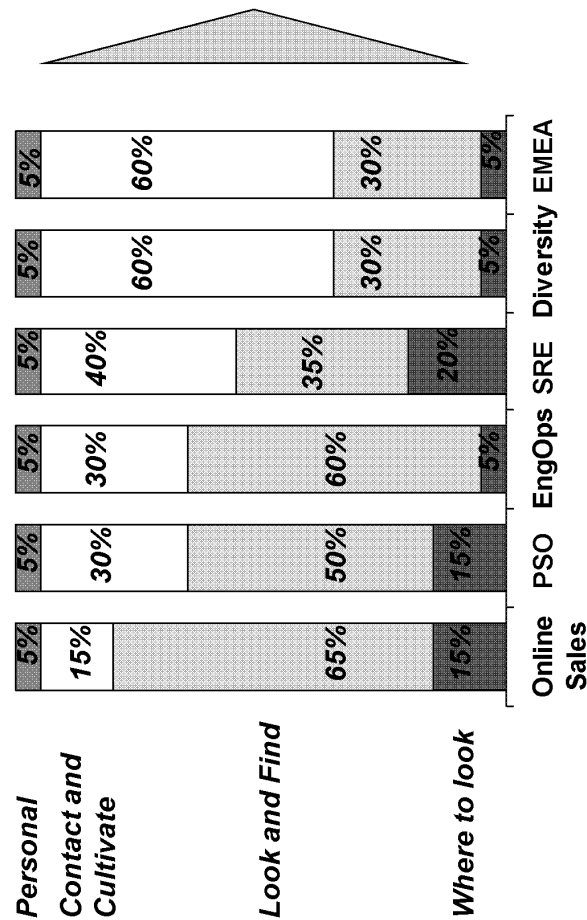
- Less than a day spent identifying new talent pools

(1) Small sample size (n=20)  
Note: 100% = Sourcer week  
Source: Diary study surveying 110 sourcers across the Staffing organization

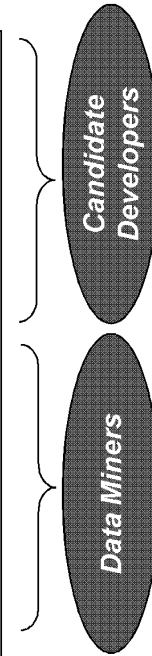
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## However, the Scope of a Sourcer's Responsibility Varies Significantly Across Verticals and Geography

Resulting in Varying Degrees of Effectiveness



% candidates sourced	X%	X%	X%	X%	X%
Offer rate %	X%	X%	X%	X%	X%



- Currently no real consistency in Sourcers' role across the Staffing organization
- Sourcers in PSGA and EngOps tend to be more data miners
    - Limited interaction with candidates
    - Focused more on creating pipeline
  - Majority of Sourcer time in EMEA, SRE, QA
    - Diversity spent on developing long-term relationships with candidates and converting to applicants
    - Also allocate time to conducting front-end recruiting activities (e.g., pre-screen)
    - Higher leverage model

May be opportunity to create consistently greater leverage for Sourcers and Recruiters across the organization

(1) Small sample size (n=20)  
 Note: 100% = Sourcer week  
 Source: Diary study surveying 110 sourcers across the Staffing organization

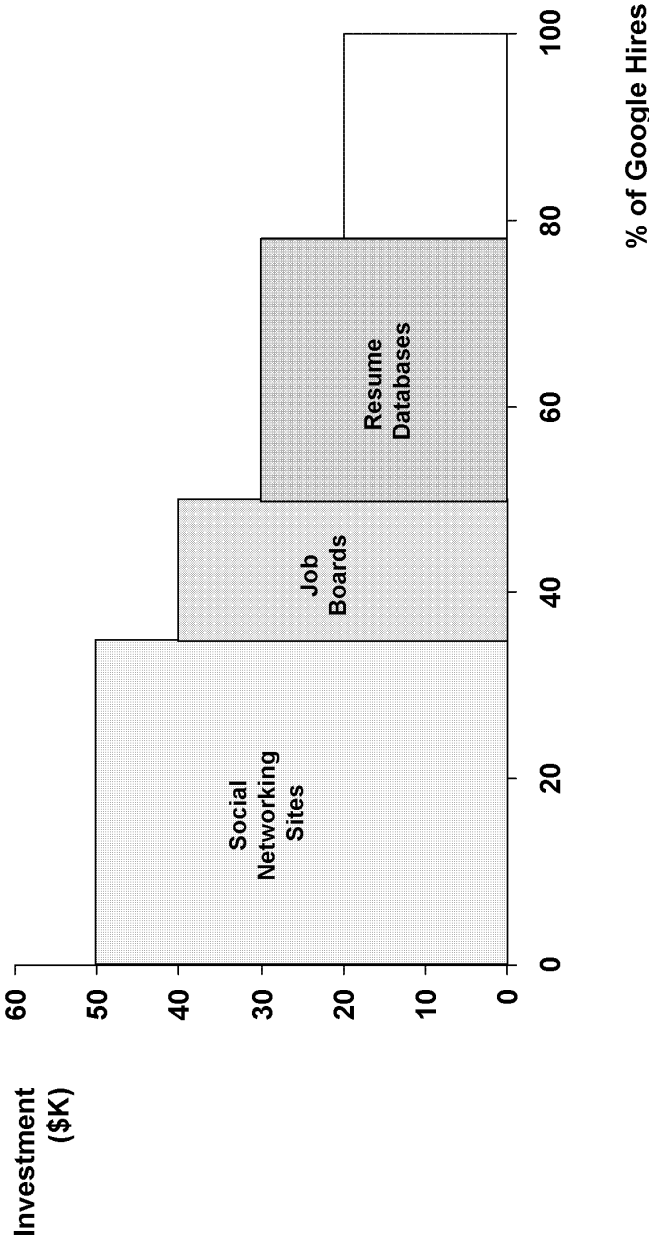
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Source: Job boards team

....Resulting in Over-investments in Tools That Have Not Historically Delivered Many Google Hires

Illustrative – Analysis team current determining whether X-axis data is available at this level of detail



(1)  
Note:  
Source: Job Boards team

Limited accountability or clear idea of return on investment

## There are Five Common Drivers of Sourcing Problems (I)

Key Drivers	Problem				
	Lack "One Google" perspective	Limited sharing of candidates across the organization	Poor lead tracking and follow-up	High variability in quality of passively sourced candidates	Duplicate search efforts for candidates with similar profiles and competencies
Silos	●	●	○	●	●
Labor force mix	●	●	○	●	◐
Incentive model	◐	●	○	○	○
Systems	○	◐	●	○	○
Business Knowledge	○	●	○	●	◐

○ Not a driver    ◐ Somewhat of a driver    ● Key driver

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## There are Five Common Drivers of Sourcing Problems (II)

Key Drivers	Problem				
	High variability in EE referral process and response times	No strategy or accountability around sourcing tools	Sub-optimize efforts around third party research	Limited coordination around conference/ event leads	Lack of calibration b/w Sourcers, Resume Screeners and Recruiters
Silos	●	●	●	●	●
Labor force mix	○	○	○	○	○
Incentive model	◐	○	○	○	○
Systems	○	◐	○	◐	○
Business Knowledge	○	○	◐	○	●

○	◐	●
Not a driver	Somewhat of a driver	Key driver

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## There are Five Common Drivers of Sourcing Problems (III)

Key Drivers	Problem		
	Inconsistent treatment of diversity-sourced candidates	Inadequate support for international efforts	Limited ability to mine former candidates
Silos	●	●	○
Labor force mix	○	○	○
Incentive model	○	○	○
Systems	◐	○	●
Business Knowledge	●	●	○

○ Not a driver   ◐ Somewhat of a driver   ● Key driver

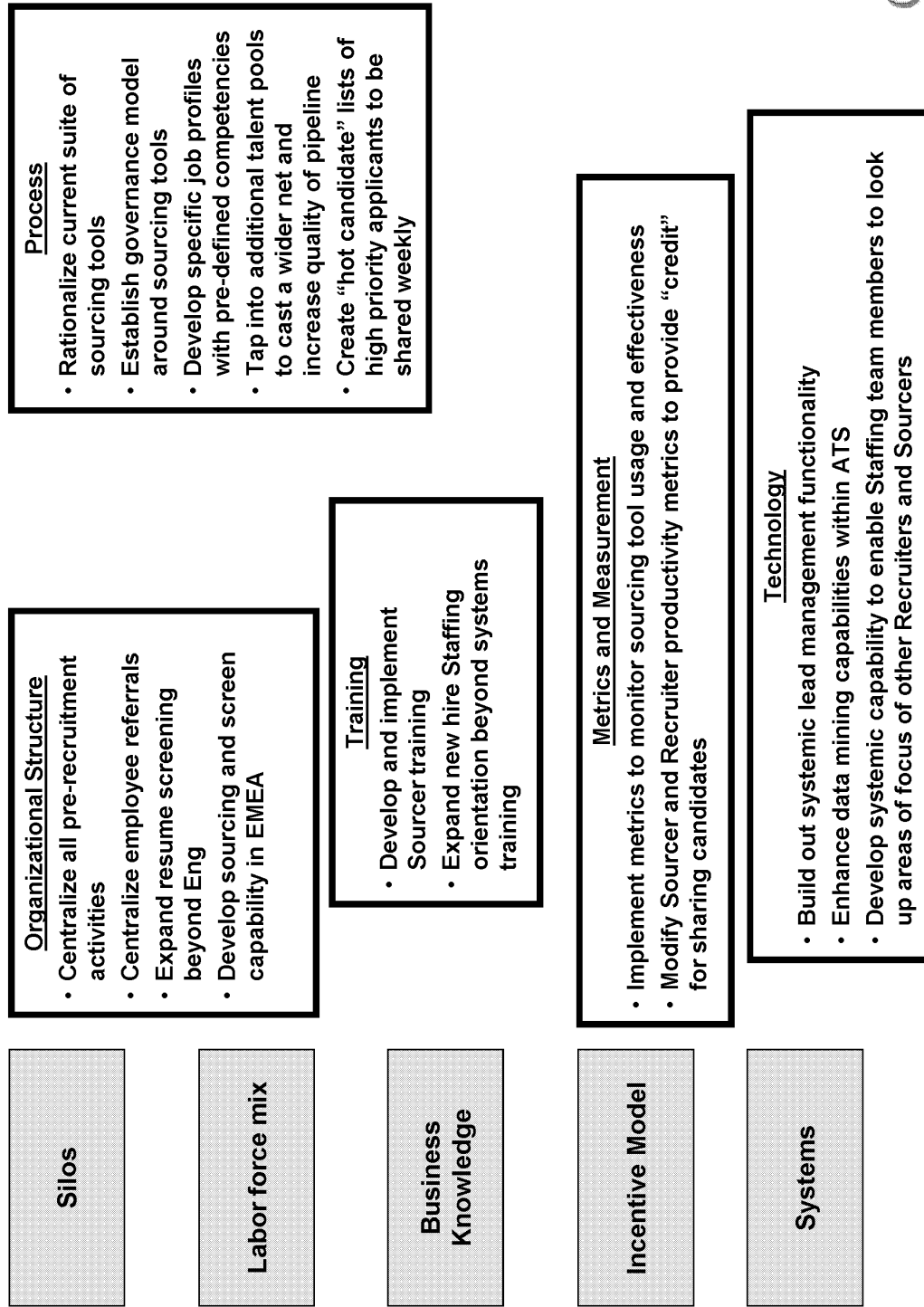
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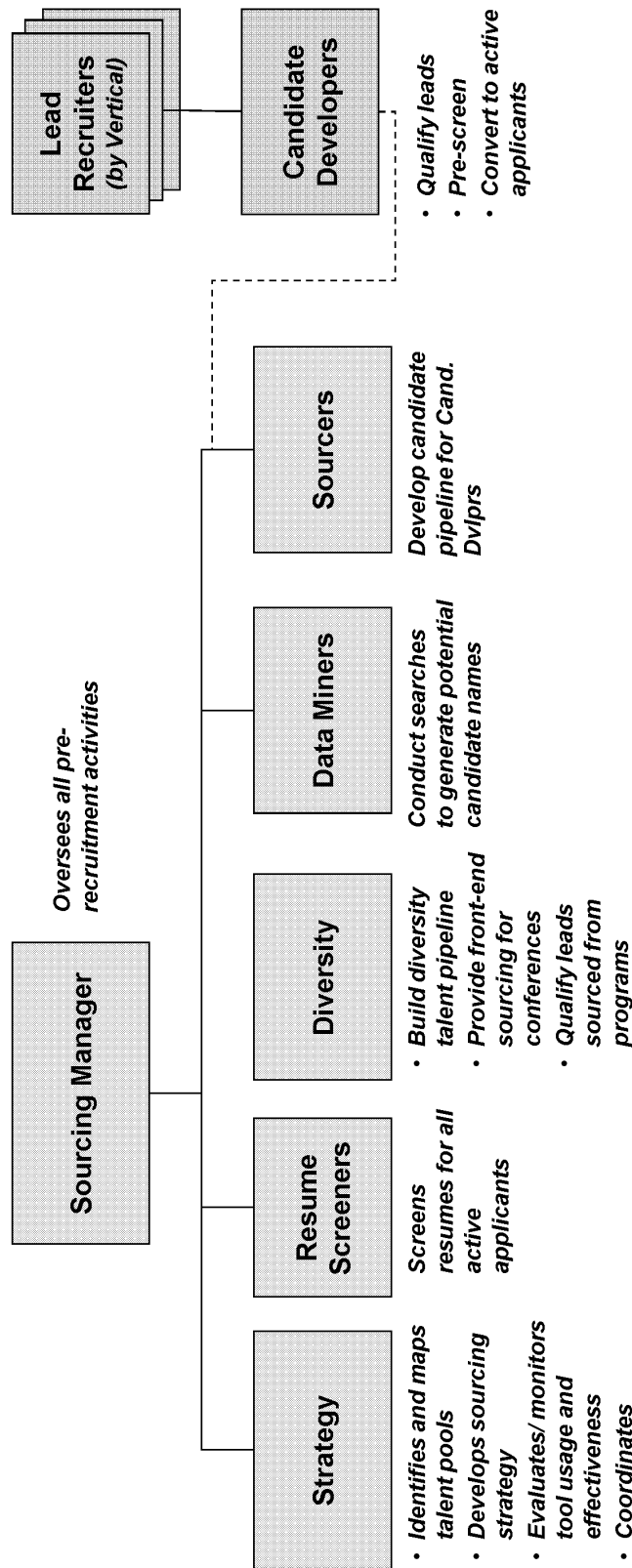
# Key Drivers of Sourcing Problems Fall into Common Themes

Proposed Recommendations Attempt to Close Gaps Existing in Current Organization



# Proposed Organizational Structure Seeks to Resolve Challenges With Current Organization

## Expect to Achieve a Number of Benefits



### Expected Benefits

- More efficient knowledge and best practice sharing
- Avoid diluting focus of Sourcers and Candidate Developers
- Greater consistency around sourcing tool usage
- Enables better sharing of candidates for positions with similar profiles and competencies
- Matrixed reporting structure between Sourcers and vertical Candidate Developers helps maintain business connectivity
- Centralized pool enables greater fungibility of resources and supports dynamic resource allocation model
  - Better able to allocate resources to areas where most needed; dynamic not static

## Proposed Solutions Attempt to Close Gaps Existing in Current Organization (I)

Theme	Recommendation	Problem It Will Help Address
Organizational Structure	<ul style="list-style-type: none"> <li>Centralize "Where to Look" and "Look &amp; Find" activities under a Sourcing Manager               <ul style="list-style-type: none"> <li>- Sourcing strategy</li> <li>- Tool identification</li> <li>- Data mining</li> <li>- Candidate search</li> <li>- Lead qualification (including leads generated from events/conferences)</li> </ul> </li> <li>Central team acts as strategic sourcing arm               <ul style="list-style-type: none"> <li>- Develops and refines global sourcing strategy</li> <li>- Identifies, evaluates and monitors sourcing tool usage and effectiveness</li> <li>- Maps and updates global talent pools</li> <li>- Coordinates and purchases third party research and directories</li> </ul> </li> <li>Two utilities               <ul style="list-style-type: none"> <li>- One based in MTV, other in EMEA</li> <li>- Utilities to be aligned with Verticals</li> </ul> </li> <li>Maintain distributed models for "Contact &amp; Cultivate", excluding diversity</li> </ul>	<ul style="list-style-type: none"> <li>No strategy or accountability around sourcing tools</li> <li>Lack "One Google" perspective</li> <li>Limited sharing of candidates across the organization</li> <li>Duplicate search efforts for candidates with similar profiles and competencies</li> <li>Sub-optimize efforts around third party research</li> <li>Inconsistent treatment and limited coordination around conference/ event leads</li> <li>Inconsistent treatment of diversity-sourced candidates</li> </ul>
	<ul style="list-style-type: none"> <li>Centralize ownership of Eng, Ops and PSGA employee referrals               <ul style="list-style-type: none"> <li>- Create formal service level agreement to establish appropriate response times</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>High variability in EE referral process and response times</li> </ul>

## Proposed Solutions Attempt to Close Gaps Existing in Current Organization (II)

Theme	Recommendation	Problem It Will Help Address
Organizational Structure	<ul style="list-style-type: none"> <li>Expand Resume Screening function to include Ops and PSGA               <ul style="list-style-type: none"> <li>Create international resume screening capability in EMEA</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Lack of calibration between Sourcers, Resume Screeners and Recruiters</li> </ul>
Training	<ul style="list-style-type: none"> <li>Establish formal Sourcer education series               <ul style="list-style-type: none"> <li>New hire orientation</li> <li>Refresher training for existing team members</li> </ul> </li> <li>Training to include:               <ul style="list-style-type: none"> <li>Business/product overviews</li> <li>Overviews of office locations and specialties</li> <li>Profiles of ideal candidates and key competencies</li> <li>Resume screening skills</li> <li>Overview of sourcing tools</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Limited sharing of candidates across the organization</li> <li>High variability in quality of passively sourced candidates</li> </ul>
Process Improvement	<ul style="list-style-type: none"> <li>Within newly constructed centralized team, align "Look &amp; Find" resources by vertical to ensure appropriate connectivity with business               <ul style="list-style-type: none"> <li>Prior to posting req, conduct 3-way meetings between Sourcer, Candidate Developer, Recruiter and Hiring Manager</li> </ul> </li> <li>Create weekly "hot candidate" lists for candidates fitting overall Google profile but rejected for specific area</li> </ul>	<ul style="list-style-type: none"> <li>High variability in quality of passively sourced candidates</li> <li>Limited sharing of candidates across the organization</li> </ul>

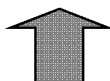
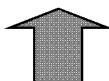


## Proposed Solutions Attempt to Close Gaps Existing in Current Organization (III)

Theme	Recommendation	Problem It Will Help Address
Process Improvement	<ul style="list-style-type: none"> <li>Establish specific job profiles with pre-defined competencies for all position families within Google</li> </ul>	<ul style="list-style-type: none"> <li>High variability in quality of passively sourced candidates</li> </ul>
	<ul style="list-style-type: none"> <li>Establish governance model around sourcing tools with broad representation               <ul style="list-style-type: none"> <li>- Develop evaluation criteria</li> <li>- Evaluate current tools</li> <li>- Rationalize current suite of tools</li> <li>- Establish on-going governance process</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>No strategy or accountability around sourcing tools</li> </ul>
	<ul style="list-style-type: none"> <li>Tap into additional sources of talent in order to cast a wider net and increase quality of pipeline, e.g.,               <ul style="list-style-type: none"> <li>- Develop University Alumni program</li> <li>- Cast wider net beyond target schools</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>High variability in quality of passively sourced candidates</li> </ul>
	<ul style="list-style-type: none"> <li>Develop and implement metrics to monitor usage and track effectiveness (ROI) of sourcing tools</li> </ul>	<ul style="list-style-type: none"> <li>No strategy or accountability around sourcing tools</li> </ul>
Metrics and Measurement	<ul style="list-style-type: none"> <li>Modify Sourcer and Recruiter productivity metrics to provide "credit" for sharing candidates</li> </ul>	<ul style="list-style-type: none"> <li>Limited sharing of candidates across the organization</li> </ul>
	<ul style="list-style-type: none"> <li>Build out systemic lead management functionality integrated with ATS               <ul style="list-style-type: none"> <li>- Currently in development</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Poor lead tracking and follow-up</li> </ul>
Technology		

## Proposed Solutions Attempt to Close Gaps Existing in Current Organization (IV)

Theme	Recommendation	Problem It Will Help Address
Technology	<ul style="list-style-type: none"> <li>Develop system-based capability to enable Staffing team members to look up areas of focus of other Recruiters and Sourcers</li> </ul>	<ul style="list-style-type: none"> <li>Limited sharing of candidates across the organization</li> </ul>
	<ul style="list-style-type: none"> <li>Enhance data mining capabilities within ATS               <ul style="list-style-type: none"> <li>More searchable database will enable more efficient sourcing of candidates with higher potential of being Google fit, e.g.,                   <ul style="list-style-type: none"> <li>Former decline, Reject from Eng who is appropriate for PM</li> </ul> </li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Limited sharing of candidates across the organization</li> </ul>





## Next Steps

### Estimated Timing

- |   |   |
|---|---|
| • Complete outstanding data analysis  | July 31                                 |
| • Refine organizational and process recommendations <ul style="list-style-type: none"> <li>- More clearly articulate roles and responsibilities</li> <li>- Flesh out process flows</li> </ul>   | July 31                                 |
| • Develop implementation and communication strategy   | Aug 9                                   |
| • Continue moving forward with key tactical initiatives that will help move the needle in the short-term <ul style="list-style-type: none"> <li>- Work with key Staffing stakeholders to develop and roll out Sourcer training by Sept</li> <li>- Rationalize current suite of sourcing tools and develop governance model for tool evaluation go-forward</li> <li>- Develop pilot university alumni program</li> </ul> | Mid-Sept<br><br>Mid-Aug<br><br>Mid-Sept |

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# APPENDIX

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(1)  
Note:  
Source:

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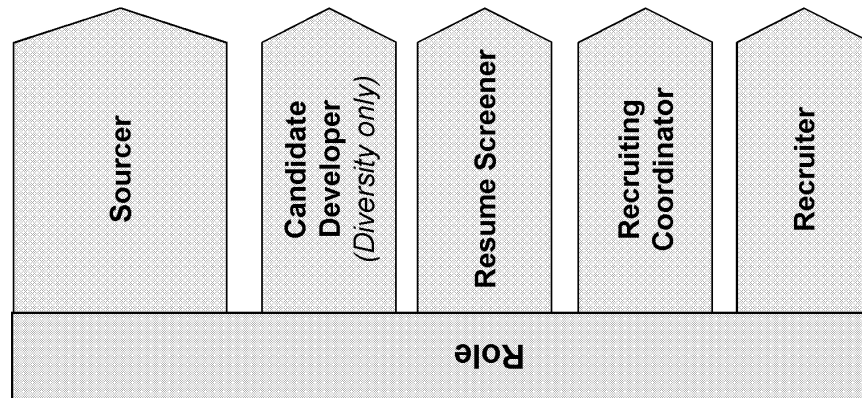
Enables Recruiters to focus limited bandwidth on only those candidates with the highest probability of being hired

- Similar model used in On-line Sales and Product Marketing

## Five Key Staffing Roles

Scope of Responsibilities Varies Depending on Vertical

### Scope of Responsibilities

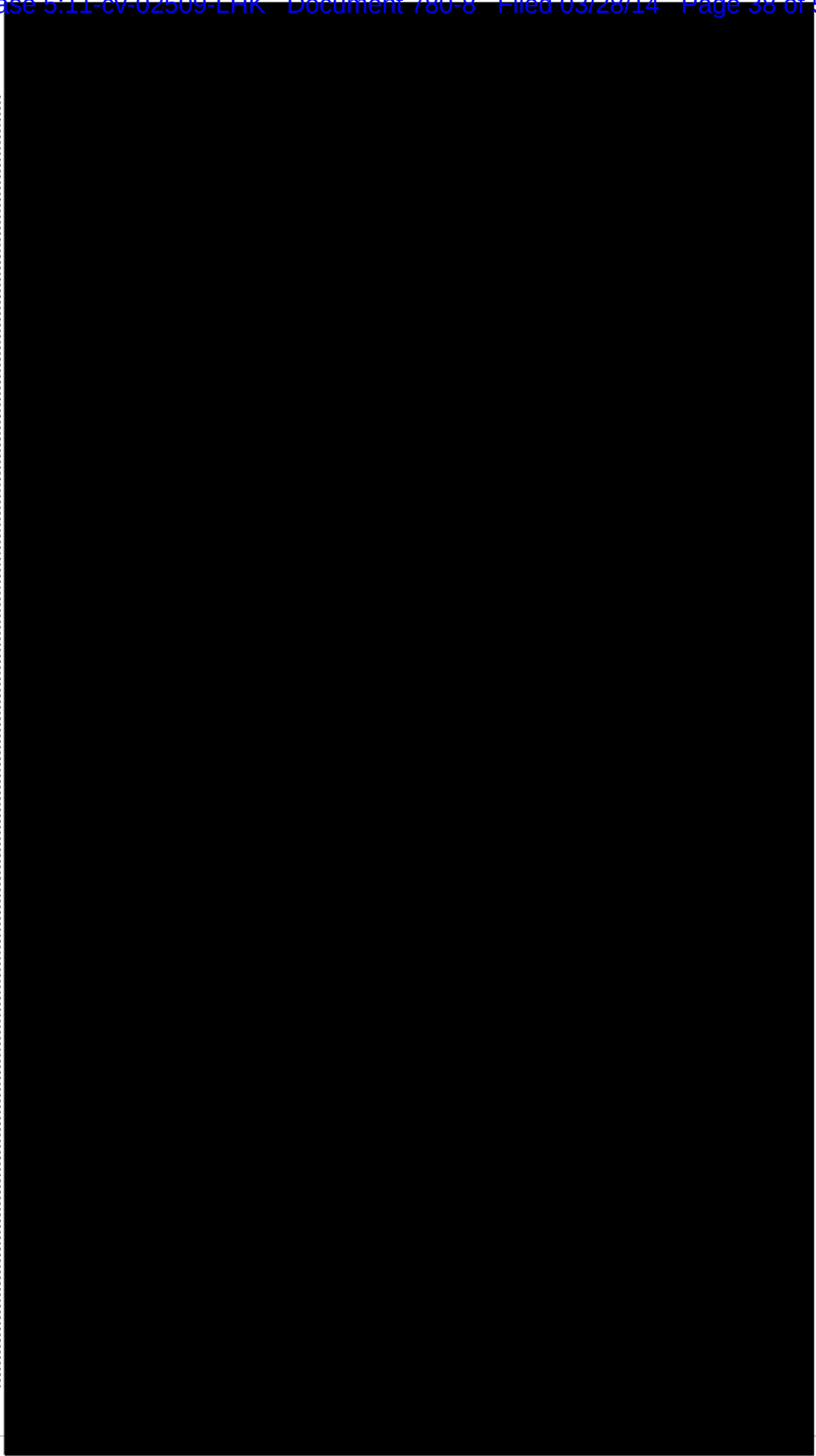


- Mine key data sources for potentially qualified passive candidates
  - Convert leads to applicants
  - Identify potentially qualified passive candidates and encourage them to attend Google events/conferences (*Diversity only*)
  - Pre-screen and qualify leads for specific technical skills (*specific Verticals only*)
  - Help shepherd diversity candidates through the application process (*Diversity only*)
- 
- Cold-call identified candidates passed from Diversity sourcers to “sell” them Google and encourage them to apply on-line
  - Help shepherd diversity candidates through the application process
- 
- Pre-screen Eng-Ops on-line applications and employee referrals to pre-qualify candidates prior to forwarding on to Recruiter
- 
- Schedule phone-screen and on-site interviews
  - Manage administrative end of candidate recruiting process
- 
- Screen resumes in active queues (*PSGA only*)
  - Gather interview feedback
  - Prepare hiring committee and offer review packages
  - Act as primary liaison with candidate

No real consistency on how various roles are used

- In some areas, multiple roles are collapsed into single functions

## Similar Distribution Exists by Industry Vertical



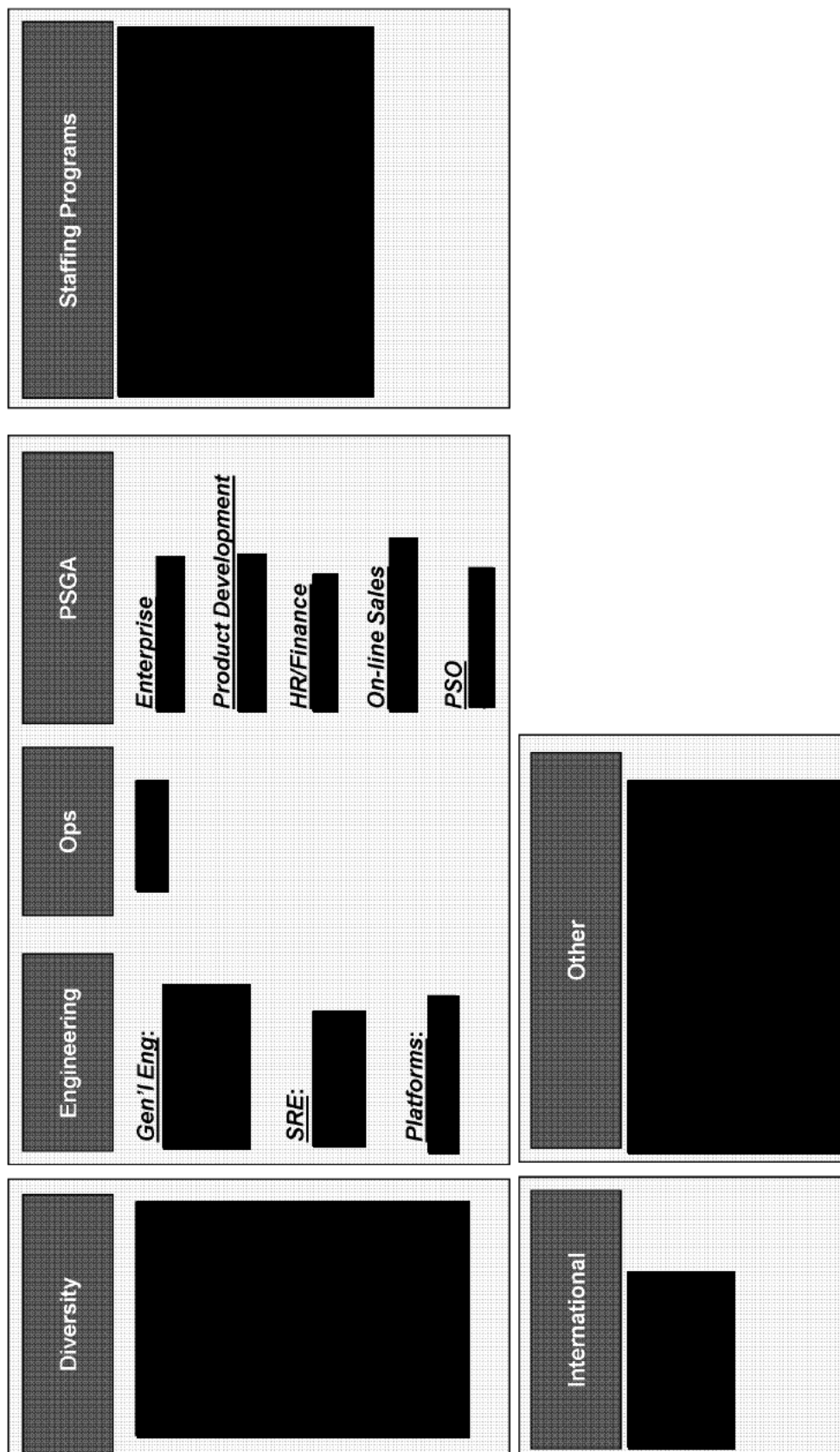
(1) Reflects Q1 2006 data  
Source: ATS analysis

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## Interview Program Included Key Stakeholders

Over 35 Sourcers, Recruiters, and Staffing Program Managers Interviewed to Date



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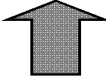
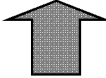
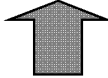
Note: *Italics* indicate interview scheduled but not yet completed

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(I)

## Organization

Organization		Issue/Challenge	Impact	Potential Resolution
	  	Large contingent workforce	<ul style="list-style-type: none"> <li>• Difficult to attract best recruiting talent who have full-time opportunities</li> <li>• High degree of churn creates instability within workforce               <ul style="list-style-type: none"> <li>- Loss of institutional knowledge</li> </ul> </li> <li>• 3-month learning curve coupled with 12-month contract               <ul style="list-style-type: none"> <li>- Releasing talent just as Recruiters/Sourcers become productive</li> </ul> </li> <li>• Can foster competitive dynamics               <ul style="list-style-type: none"> <li>- Focus is on getting converted</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Shift Recruiting and Sourcer team mix towards more full-time resources</li> </ul>
		Lack of transparency in Contractor conversion process	<ul style="list-style-type: none"> <li>• Lowers morale among recruiting and sourcing staff               <ul style="list-style-type: none"> <li>- Decision feels out of their control</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Define clear, explicit selection criteria               <ul style="list-style-type: none"> <li>- Ensure they are understood by all staff</li> </ul> </li> </ul>
		Recruiters/Sourcers work in vertical silos	<ul style="list-style-type: none"> <li>• Lack visibility into what fellow team members are working on               <ul style="list-style-type: none"> <li>- Unable to effectively share qualified candidates</li> <li>- Qualified candidates can languish in incorrect queues</li> </ul> </li> <li>• Limited understanding of functions outside immediate area and how roles relate to each other</li> <li>• Poor communication between groups</li> </ul>	<ul style="list-style-type: none"> <li>• Implement mechanisms to actively and regularly connect Sourcers/Recruiters across the organization</li> <li>• Reinstate centralized training sessions</li> <li>• Create on-line resource to provide visibility into searches of other Sourcers/Recruiters</li> </ul>



# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(II)

## Organization

Organization		
Issue/Challenge	Impact	Potential Resolution
Weak linkages between Sourcers and Recruiters and Hiring Managers	<ul style="list-style-type: none"> <li>With some exceptions, general distrust of quality of candidates forwarded from Sourcers</li> <li>Sourcers lack sufficient understanding of requirements of specific roles               <ul style="list-style-type: none"> <li>Difficult to appropriately identify qualified candidates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Where possible, co-locate Sourcers with their recruiting team and specific client groups               <ul style="list-style-type: none"> <li>Work in small teams</li> </ul> </li> <li>Conduct 3-way discussions upfront between Sourcer, Recruiter and Hiring Manager               <ul style="list-style-type: none"> <li>Establish specific position profiles with defined competencies</li> <li>Communicate desired candidate profile need to discuss upfront together</li> </ul> </li> </ul>
Wide variation in abilities among Recruiters	<ul style="list-style-type: none"> <li>Inability of some Recruiters to effectively manage full lifecycle, including sourcing               <ul style="list-style-type: none"> <li>Unable able to carry "fair share" of burden for growth targets</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Use more consistency in Recruiter profile hired into Google               <ul style="list-style-type: none"> <li>Ensure full suite of Recruiting skills</li> </ul> </li> <li>Expand sourcing skills of existing recruiters</li> </ul>
Too resource-constrained to adequately manage pace of growth	<ul style="list-style-type: none"> <li>Latency in early stages of recruiting process               <ul style="list-style-type: none"> <li>Applicants can languish in long queues</li> </ul> </li> <li>High risk of burn out or diminishing returns</li> </ul>	<ul style="list-style-type: none"> <li>Thoughtfully add Staffing resources where they are most needed</li> <li>Consider expanding roles of more junior staff to alleviate administrative burden of recruiters</li> </ul>

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(III)

## Process

Process		
Issue/Challenge	Impact	Potential Resolution
Lack coherent strategy and accountability around various sourcing tools, e.g., <ul style="list-style-type: none"> <li>Job boards, resume databases, events, conferences, agencies etc.</li> </ul>	<ul style="list-style-type: none"> <li>Lack systemic way to track ROI of various tools employed <ul style="list-style-type: none"> <li>Risk over-investing in certain tools and under-investing in others</li> <li>Unable to accurately track cost/hire</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Evaluate each tool individually</li> <li>Implement metrics to monitor usage and track effectiveness</li> <li>Assign accountability for sourcing tool investments</li> </ul>
Lack robust, systemic lead management capability	<ul style="list-style-type: none"> <li>No formalized way to capture, track and follow-up on leads <ul style="list-style-type: none"> <li>Data scattered among multiple mediums (ATS, Excel spreadsheets, Salesforce.com)</li> <li>Problematic when Sourcer/Recruiter contract expires</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Assign Staffing ownership for allocation of PSGA employee referrals</li> <li>Build out lead management functionality</li> </ul>
No formalized, coordinated way to share candidates across functions <ul style="list-style-type: none"> <li>Compounded by lack of visibility into what other team members work on</li> </ul>	<ul style="list-style-type: none"> <li>Sub-optimize staffing processes <ul style="list-style-type: none"> <li>No incentive to change behavior</li> <li>Concern more for good of the vertical function vs. the enterprise</li> </ul> </li> <li>Lose qualified candidates rejected for one area but appropriate for another</li> </ul>	<ul style="list-style-type: none"> <li>Implement mechanisms to regularly connect Sourcers/Recruiters across the organization</li> <li>Modify productivity metrics to provide "credit" for sharing candidates</li> <li>Consider creating clearinghouse function</li> </ul>

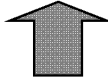
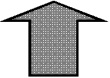
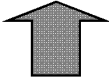
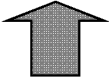
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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(IV)

## Process

Process			Potential Resolution
Issue/Challenge  Limited business knowledge transferred to recruiting staff <ul style="list-style-type: none"> <li>No formal training beyond Staffing systems training</li> </ul>	Impact  • Steepens learning curve for Recruiters and Sourcers <ul style="list-style-type: none"> <li>Not as effective initially as could be</li> </ul>		<ul style="list-style-type: none"> <li>Leverage education series recently launched in Paris, e.g.,               <ul style="list-style-type: none"> <li>Provides business overviews, ideal candidate profiles, etc.</li> </ul> </li> <li>Create resource for Staffing members to look up roles of others</li> </ul>
Significant administrative requirements for Recruiters <ul style="list-style-type: none"> <li>Particularly internationally</li> </ul>	• Limits time available for sourcing for Recruiters needing to supplement their own queues		<ul style="list-style-type: none"> <li>Where possible, move more administrative responsibilities to Recruiting Coordinators, e.g.,               <ul style="list-style-type: none"> <li>Printing and creation of offer packets</li> <li>New hire set up</li> </ul> </li> <li>Add Coordinator role in EMEA</li> </ul>
Ownership of event attendee lists	• Competition for names results in lack of coordination around candidates qualified for multiple profiles <ul style="list-style-type: none"> <li>Lose viable candidate</li> </ul> • No resource to follow up on non-diversity leads		<ul style="list-style-type: none"> <li>Designate central owner in Staffing or Staffing Programs not aligned with a specific vertical</li> </ul>
No coordinated way to request and capture research data	• Individual efforts initiated within various Verticals <ul style="list-style-type: none"> <li>More expensive than if launched a coordinated effort</li> </ul>		<ul style="list-style-type: none"> <li>Designate central research owner in Staffing responsible for purchasing research</li> </ul>

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(IV)

## Process

Process		
Issue/Challenge	Impact	Potential Resolution
Employee Referral Program challenges	<ul style="list-style-type: none"> <li>SLAs not being met with applicants sitting in Recruiter queues               <ul style="list-style-type: none"> <li>Risk losing candidates with highest probability of passing Google bar</li> </ul> </li> <li>Lack active owner for PSGA Employee Referral program               <ul style="list-style-type: none"> <li>No way to actively enforce SLA because responsibility not centralized</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Assign Staffing ownership for allocation of PSGA employee referrals</li> </ul>
Lack of pre-defined job profiles <ul style="list-style-type: none"> <li>Particularly on EngOps side</li> </ul>	<ul style="list-style-type: none"> <li>Makes sourcing for right candidate more challenging               <ul style="list-style-type: none"> <li>No clear guidelines</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Define key competencies for each job profile</li> <li>Re-write job descriptions to ensure understanding by external candidates</li> </ul>

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# A Number of Issues Have Emerged from Interviews That Are Shared Across Staffing...(V)

## Talent Pool

Talent Pool		
Issue/Challenge	Impact	Potential Resolution
No current methodology to map out global talent pools	<ul style="list-style-type: none"> <li>No central database or library to enable lead and competitive data to be indexed and retrieved across the organization</li> <li>Inability to be strategic about identifying and attracting high quality talent               <ul style="list-style-type: none"> <li>Sub-optimize leverage of costly Staffing resources</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Design and implement process to gather and organize leads and competitive data</li> <li>Develop talent pool mapping strategy and competitive intelligence capability</li> </ul>
Small, qualified talent pools for certain areas, e.g., <ul style="list-style-type: none"> <li>SRE</li> <li>Diversity</li> </ul>	<ul style="list-style-type: none"> <li>Women and minorities continue to be under-represented within specific technical functions and internationally</li> </ul>	<ul style="list-style-type: none"> <li>Tap into additional sources of talent in order to cast a wider net and increase potential pipeline, e.g.,               <ul style="list-style-type: none"> <li>Consider University Alumni program</li> <li>Forge partnerships with diversity alumni groups</li> </ul> </li> </ul>
Overall recruiting environment becoming more challenging	<ul style="list-style-type: none"> <li>Active pipelines appear to be shrinking               <ul style="list-style-type: none"> <li>Passive sourcing likely to become increasingly more important</li> </ul> </li> <li>Current sources becoming even less effective in yielding qualified candidates</li> </ul>	<ul style="list-style-type: none"> <li>Develop comprehensive sourcing strategy               <ul style="list-style-type: none"> <li>Include scenario analysis for different market environments</li> </ul> </li> </ul>
Strict application of hiring bar	<ul style="list-style-type: none"> <li>Some pools of talent not at target Tier 1,2 and 3 schools               <ul style="list-style-type: none"> <li>Particularly true for diversity and international PSGA candidates</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Cast wider net beyond target schools, e.g.,               <ul style="list-style-type: none"> <li>Consortium schools</li> </ul> </li> </ul>

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## ...While Others Challenges are Unique

### Diversity

- Diversity team-sourced candidates auto-rejecting in resume screen
  - May have slightly different background than typical Google candidate
  - Diversity team having to implement manual work arounds to “revive” candidates and actively engage recruiters
- Latency in recruiting process costing Google to lose talented diversity candidates
  - Diversity team-sourced candidates getting lost in enormous queues as there is currently no way to flag applicants
    - Unable to segregate and work within specific SLAs (similar to EE Referrals)
  - Due to smaller population, latency in process disproportionately negatively impacts diverse applicants than general population
  - Diversity team must individually follow up with lead recruiters as stop-gap
- Lack of clear leadership within Diversity team
  - Separation between Candidate Developers and Program Sourcing somewhat artificial
  - Image issues within broader Staffing team

### International

- No sourcing capability resident in EMEA
  - Without global sourcing function may not be tapping into all valuable talent pools
- Mountain View-based international allocated resources not effective or tenable
  - EMEA-based staff never been informed of who specific resources in Mountain View are
  - Time zone differences constrain ability to contact candidates
  - Don't adequately understand focus of individual EMEA recruiters and therefore queue candidates incorrectly
- Overly reliant on costly agencies for pipeline creation
  - Accounts for ~33% of all hires
- High hiring bar coupled with the need to recruit for multiple languages creates increasingly challenging environment (support 25 languages)
- Best recruiting talent difficult to convert in EMEA
  - Tend not to have university degrees and therefore fail to meet standard Google bar

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